

# Major Issues



# 2004



# Table of Contents

**Forward**

**Background Information**

**Theme I:** Preservation  
and enrichment of  
Community

**Theme II:** Creating and  
Maintaining a Safe and  
Viable Community

**Theme III:** Establishing  
Organizational Capacity  
and Ensuring  
Effective/Responsive  
Government

**Strategy Discussion**



## Major Issues 2004

### Forward

*The “Major Issues” document was developed by the Town staff to define and clarify the major issues that need to be addressed for the future success of the Town. Many hours of spirited discussion went into the comprehensive process that staff worked through in order to develop the resulting themes, challenges and issues. This document is designed to take that process a step further and to discuss in detail the themes, challenges and issues that emerged. The final section of this document takes on a more strategic focus and outlines possible courses of action for developing an agenda to address the future of the Town.*

*Since a new Council term is beginning, the staff believes that this is an appropriate time to present this document. We look forward to partnering with the Council and providing any assistance we can as the Town agenda is developed for the current term and beyond.*

### The Staff





# Background Information



## Major Issues 2004

### Background Information

The Town of Leesburg is the county seat of the fastest growing county in the nation, among counties with a population over 100,000<sup>1</sup>. The Town's population has increased over 100% since 1990 (16,202)<sup>2</sup> at roughly 8% per year to a current estimated total of 34,073.<sup>3</sup> By 2010, the Town population is projected to be close to 45,000, according to the Virginia Employment Commission and the Town Utilities Department estimates<sup>4</sup>. The population of Loudoun County is projected to be 260,000<sup>5</sup> in 2010. In 2000, the Census showed 10,325 households within the Town. Given the estimated 8% per year population increase, as shown between the 1990 Census and July 2003 projection, it is likely that the Town now has in excess of 12,803 households. Each household represents an additional demand on Town services. Without increasing organizational resources to meet these increased demands, it will be impossible to maintain the current level of services provided by the Town.

To demonstrate the impact of community growth on the Town organization, it is helpful to examine a department whose demands for service are almost directly related to growth in the community. The Department of Engineering and Public Works is responsible for providing snow and brush removal, road maintenance, public grounds and facility maintenance, equipment/vehicle maintenance for all Town departments, refuse collection and recycling, as well as the maintenance of public infrastructure (i.e. traffic signals, sidewalks, signage) throughout the Town. The number of households in the community directly impacts the number of calls for service in the areas of brush, snow and refuse removal, road maintenance, sidewalk construction and storm drainage improvements.

Between 2000 and 2004, road lane miles increased 26%, demand for special event support from Public Works staff increased 65%, brush pick-up hours increased 27%, mowing hours have leveled out at 6,932 (current staffing and equipment levels can not support additional hours or areas to be mowed) and the total number of vehicles and other equipment maintained by the Equipment Division of Public Works has increased 48% (for a ratio of 30 vehicles/pieces of equipment per employee; 5 employees to 153 vehicles/pieces of equipment). During this period of time, staffing levels in the Streets and Equipment Divisions of the Public Works Department have remained unchanged.<sup>6</sup>

In the jurisdictions surrounding the Town, staffing increases have followed increases in population. The Fiscal Year 2005 budget recently passed by the Leesburg Town Council allows for a 4% increase in staffing within the Town organization. The

---

<sup>1</sup> U.S. Census Bureau

<sup>2</sup> 1990 Census Bureau

<sup>3</sup> U.S. Census Bureau and Loudoun County Department of Economic Development

<sup>4</sup> Town of Leesburg Planning/Zoning/Development Department

<sup>5</sup> Town of Leesburg Planning/Zoning/Development Department

<sup>6</sup> Town of Leesburg Department of Engineering & Public Works FY 2005 Presentation



## Major Issues 2004

Population of the Town increased by 5,762 or 20.4% between 2000 and 2003.<sup>7</sup> From 2000 to 2003, Herndon increased its staffing by 20.8% or roughly 5.2% per year.<sup>8</sup> Purcellville increased its staffing 27% from 2000 to 2003 or roughly 6.75% per year.<sup>9</sup> Between 2000 and 2003, the population in Purcellville increased by 1,203 people or 33.6%.<sup>10</sup> Reasonable growth in staffing levels is necessary to serve a growing population. While the Town has highly productive employees on every level of the organization, their “can do” attitude will only allow us to get so far without additional resources and staffing.

## Major Issues

In March of this year, a committee of Town staff was convened and met several times to refine the list of major issues that was generated by the Town employee Management Group. Director of Park and Recreation Kaj Dentler served as the coordinator/facilitator, with representatives from every department.

### Major Issues Committee

<b>Parks/Recreation</b>	<b>Kaj Dentler-Director Facilitator/Coordinator</b>
<b>Executive</b>	Lee Ann Green- Administrative Associate I
<b>Airport</b>	Cindi Martin-Director
<b>Economic Development</b>	Betsy Fields-Director/Marantha Edwards-Tourism Coordinator
<b>Human Resources</b>	Dona Wolf-Director
<b>Information Technology</b>	Wendy Wickens-Director
<b>Finance</b>	George Shelley-Interim Finance Director/Mike Freda-Management/Budget Officer
<b>Parks/Recreation</b>	Bill Ference-Facilities Manager
<b>Planning/Zoning/Development</b>	David Fuller-Senior Planner
<b>Police</b>	Joe Price-Chief/Clagett Moxley-Captain
<b>Utilities</b>	Aref Etemadi-Deputy Director
<b>Engineering/Public Works</b>	Tom Mason-Director/Bob Lilly-Chief of Operations

The main goals of the committee were to identify the issues the Town will face within the next 1-2 years, in the next 3-5 years and beyond, and to draft the “Major Issues 2004” document for review and consideration by the Town employee Leadership and Management Groups. During the course of the process, each of the department representatives provided the issues identified by their respective departments and the committee consolidated these with the issues generated by the Management Group to create a master list of issues. There were **six major issues** identified and they fell into three basic themes.

<sup>7</sup> U.S. Census Bureau and Loudoun County Department of Economic Development

<sup>8</sup> Town of Herndon Email 4/6/04

<sup>9</sup> Town of Purcellville Email 4/12/04

<sup>10</sup> U.S. Census Bureau and Loudoun County Department of Economic Development



## Major Issues 2004

### Major Issues/Themes

Theme	Issue/Challenges
1. Community Character	<p>1. <i>Development/Growth</i></p> <ul style="list-style-type: none"><li>a. Town Plan</li><li>b. Changing demographics</li><li>c. UGA/Joint planning with Loudoun County</li><li>d. Airport</li><li>e. Quality jobs</li><li>f. Redevelopment</li><li>g. Balanced neighborhoods</li><li>h. Workforce housing</li></ul>
2. Safe/Viable Community	<p>2. <i>Transportation</i></p> <ul style="list-style-type: none"><li>a. Parking</li><li>b. Battlefield Parkway</li><li>c. Crosstrail Blvd.</li><li>d. Pedestrian connectivity</li><li>e. Traffic management</li><li>f. Multi-modal system</li><li>g. Park &amp; Ride</li></ul> <p>3. <i>Quality of Life</i></p> <ul style="list-style-type: none"><li>a. Town Code revisions</li><li>b. Community Enhancement Team</li><li>c. Community aesthetics</li><li>d. Town Code enforcement</li><li>e. Crime prevention and reduction</li><li>f. Emergency management</li><li>g. Community infrastructure and public facilities</li><li>h. Water and sewer service quality/delivery</li><li>i. Environmental quality</li></ul>
3. Organizational Capacity-Effective/Responsive Government	<p>4. <i>Technology</i></p> <ul style="list-style-type: none"><li>a. System integration</li><li>b. Web presence-citizen portal</li><li>c. GIS</li><li>d. Community Broadband capability</li><li>e. Security</li><li>f. Infrastructure</li></ul> <p>5. <i>Financial Planning</i></p> <ul style="list-style-type: none"><li>a. Long term financial plan</li><li>b. Tax base-economic balance</li><li>c. Quality of service delivery</li><li>d. Changing demographics</li><li>e. Employee incentives-competitive salaries</li><li>f. Organizational growth</li><li>g. Facilities</li><li>h. Equitable public services from Loudoun County</li></ul> <p>6. <i>Communications</i></p> <ul style="list-style-type: none"><li>a. Roles and Responsibilities of Council/Commissions/Staff</li><li>b. Council and Commission goals and training</li><li>c. Assessing effectiveness of various types of public meetings</li><li>d. Town/County relations</li><li>e. Regional coordination</li><li>f. Strategic planning</li></ul>



## **Major Issues 2004**





# Theme I:

**Preservation and  
Enrichment of Community  
Character**



## Major Issues 2004

### Theme I: Preservation and enrichment of Community Character<sup>11</sup>

Theme 1 focuses on the preservation and enrichment of the community character of the Town. The focus of the group centered on the Town maintaining a sense of community while providing for well managed and balanced growth. This involves developing and implementing a Town Plan that preserves environmental resources, the Town's historic districts and distinctive neighborhoods with pedestrian connectivity. The Plan must also foster quality development and redevelopment in order to provide a strong commercial tax base, quality jobs, and a superior community environment.

The way the Town manages its growth and development will determine the quality of the community. The revision of the Town Plan has provided an opportunity for the government to engage citizens in creating the community character. These efforts recognize the importance of preserving the historic fabric and open space, changing demographics, and the increasing emphasis on redevelopment. Those efforts must also resolve several significant challenges, such as development in the Urban Growth Area (UGA) and in the areas surrounding the Leesburg Executive Airport, creating quality jobs and balanced neighborhoods that provide a variety of residential and commercial opportunities.

***Staff Members: Deputy Director of Utilities Aref Etemadi (Leader), Tourism Coordinator Marantha Edwards and Chief of Comprehensive Planning David Fuller.***

#### Issue 1: Development/Growth Challenges

- a) ***Effective review/revision of the Town Plan.*** Revisions to the Town Plan must address issues resulting from the Town's growth and development and bolster efforts to protect the environment and the historic character of the Leesburg community.
- b) ***Meeting the dynamic demands of the rapidly changing demographics in the Town population.*** From 1990 to 2000, the Hispanic population within the Town increased from 393 to 1,667 or 324%<sup>12</sup>. The 2000 Census showed that a language other than English was spoken in 21.2% of the homes within the Town. The ability to translate information regarding Town services is becoming more in demand to facilitate communication with the various populations within the Town.

---

<sup>11</sup> 2004 Major Issues

<sup>12</sup> U.S. Census Bureau 1990 & 2000



## Major Issues 2004

- c) ***Effectively guiding growth in the UGA and establishing a balanced joint planning relationship with Loudoun County.*** If the Town expects to maximize the potential benefits of the UGA, the Town must control it. The Town should establish a definite plan for guiding growth in the UGA to maximize the benefits to the Town. This includes ensuring that the Town and County are on equal footing in regards to any future joint planning efforts. The Town should explore possible alternatives to accepting the extension of the Town boundaries via Boundary Line Adjustments (BLA) for public uses that don't benefit the Town tax base. For example, considering the possibility of accepting these Boundary Line Adjustments on the condition that additional land within the UGA would be also be annexed into the Town that would benefit the tax base. In essence, working with the Board of Supervisors to match the non-tax generating land with tax generating land that is agreed upon by both the Town and County.
- d) ***Effectively managing the growth around the Leesburg Executive Airport.*** The Town should work to ensure the development that is taking place now and in the future does not interfere with the Town's ability to maximize the airport as a regional resource. Appropriate zoning and the acquisition of additional property around the airport are possible alternatives to accomplish this objective. We are currently negotiating with adjacent property owners for additional land.
- e) ***Supporting the creation and retention of quality jobs within in the Town.*** The Economic Development Department needs to develop strategies to help retain the local businesses that meet the established goals and objectives of the Town Economic Development Plan. Likewise, the Town needs to attract/recruit new businesses that also meet those goals and objectives and provide a variety of employment opportunities for citizens of the Town.
- f) ***Ensuring the redevelopment of properties within the Town adds value to the community and continues to establish balanced neighborhood areas.*** A majority of the large tracts of land within the current Town boundaries has been developed. Therefore, development within the Town will increasingly be re-development of existing areas. The Town needs to ensure the redevelopment of these areas reflects the architecturally desirable elements of the remaining buildings, while contributing to economic variety and fiscal stability, maximizing opportunities to establish usable open space and preserving the historic character that sets the Town apart from other communities.
- g) ***Ensuring the Town has sufficient housing opportunities to support a viable workforce.*** Increasing property values in and around the Town have begun to limit the ability of those individuals working in the Town to live in or in close proximity to the Town, if they so desired. The Town should work toward establishing a jobs/housing balance or at least creating an understanding of the implications of the economic development efforts and the resulting jobs with the housing supply. Possible alternatives for addressing this issue include the establishment of set aside housing units within new residential developments that would be affordable.



**Major Issues 2004**



# Theme II:

**Creating and Maintaining a  
Safe and Viable  
Community**



## Major Issues 2004

### Theme II: Creating and Maintaining a Safe and Viable Community<sup>13</sup>

Theme 2 focuses on the creation and maintenance of a safe and viable community. The areas of emphasis are transportation and the quality of life within the Town. The focus of the group centered on the belief that Leesburg is a place where people want to live, work and play. It is a community where people feel safe in their homes and neighborhoods and enjoy an environment where disrepair and urban blight are the rare exceptions and historic and community inspired aesthetics are the norm.

The Town has a transportation system that capitalizes on innovative, multi-modal approaches to provide safe transport of passengers and endeavors to provide efficient pedestrian connectivity throughout the community. Town citizens enjoy a clean and abundant public water supply, while the Town Water Pollution Control Facility maintains the environmental qualities of the community that exceed established environmental standards. Leesburg is a community that invests in its utility infrastructure to ensure that it is able to meet the service demands of a growing and diverse population. The Town strives to position itself well in the future to preserve its ability to effectively and efficiently address the implications of such growth and mitigate its impact on the community.

#### Issue 2: Transportation

Perhaps no other issue impacts the community more than transportation. This is a current issue that, without proper attention and management, will only become a detriment to the community. Road construction, such as the Battlefield Parkway and Crosstrail Boulevard projects, is a vital component of the improvement of the Town transportation system. However, local roadway construction is only part of the solution. A regional network designed to handle local, commuter and transient traffic flows must support the Town roadway system. Locally, improved signalization, signage and lane usage, along with systems designed to maintain safe residential traffic flow are key elements of the transportation plan.

The creation and maintenance of adequate parking facilities in critical locations through out the community are also key elements of a successful transportation plan. Recent Town discussions have centered on parking in the downtown area and the possible locations for a commuter parking lots that would be used in conjunction with the regional mass transit system. Pedestrian connectivity is critical to supporting the citizen use of open space, parks and recreation facilities throughout the Town. Safe pedestrian networks should also be developed to provide interconnection among all existing and future neighborhoods in the community. The transportation issues facing the Town require innovative solutions to ensure the Town creates an effective and efficient multi-modal transportation system.

***Staff Members: Chief of Comprehensive Planning David Fuller (Leader), Director of Engineering and Public Works Tom Mason, Chief of Operations Bob Lilly, Police Chief Joe Price and Captain Clagett Moxley.***

---

<sup>13</sup> Major Issues 2004



## Major Issues 2004

### Challenges

- a) ***Ensuring adequate parking opportunities throughout the community.*** The Town recently completed a consultant-lead study of parking availability in the downtown area. It was his conclusion that there was not a shortage of spaces, merely that the Town needed to better manage the existing number of parking spaces. To this end, the Department of Economic Development has been working with several other Town Departments to improve the management of the downtown parking spaces. Likewise, Town Staff continues to work with the staff of Loudoun County regarding the future location of commuter parking facilities. In regards to the parking concerns that have arisen in residential areas in the community, Town Staff is currently researching the possibility of amending the Town Code to address the variety of issues that have been raised.
- b) ***The creation and maintenance of a roadway system that promotes efficient local and regional traffic flow.*** Battlefield Parkway and Crosstrail Boulevard are critical to the success of creating and maintaining efficient traffic flow through and around the Town. Regionally, the Town continues to coordinate with Loudoun County to minimize the impact of commuter traffic from Routes 15 and 7 on the Town's roadways. The outcome of the Western Transportation Corridor (WTC) discussion with Loudoun County and the region will have a very important impact on the Town whichever route is chosen.
- c) ***Establishing safe pedestrian connectivity throughout the community.*** Many citizens have approached the Town Council in the past fiscal year to construct or repair sidewalks in their neighborhoods to increase pedestrian safety. Development standards requiring the construction of sidewalks and trail systems as part of the development process requires the developer to bear the cost of the sidewalk/trail for their project, not the community as a whole. The Town should also continue to actively implement the 20-year Town-wide trail plan, developed by the Parks and Recreation Department. Additional pedestrian connectivity among neighborhoods, commercial establishments, open space, parks and recreational facilities will enhance the quality of life for visitors and residents alike.
- d) ***Maintaining effective traffic management.*** Town residents make numerous requests to Town Council for assistance with addressing some element of traffic control in their neighborhoods. Recent examples include the public hearing held by Council regarding the elimination of truck traffic on Davis Avenue, the addition of stop signs or the removal or retention of roadway barriers on various neighborhood roadways. The Town must strike a workable balance between managing the residential concerns of the citizens and the impact of the proposed solutions on the traffic management systems. Other topics of resident concern have focused on maintaining effective traffic signal timing patterns and establishing adequate road signage to safely move traffic throughout the Town. Continued evaluation of traffic movement plans; parking strategies or other traffic related projects will continue to be an important part of the traffic solution for the Town.



## Major Issues 2004

- e) ***Providing multi-modal transportation opportunities for Town residents.*** We need to provide residents and visitors ample alternatives for traveling within the boundaries of the Town and throughout the region. The Town currently provides three bus routes within the Town that are operated by the Virginia Regional Transportation Association (VRTA) and supported by the Town's non-departmental budget. The Town has recently decided to support the substitution of a trolley for the bus currently running on the route serving the Premium Outlet Mall, to provide additional connectivity between the historic downtown and the Mall. Town staff continues to work with the staff of Loudoun County on the location of a park and ride lot to provide a permanent alternative for Town residents commuting regionally. As for pedestrian and bicycle traffic, the Town should continue to encourage connectivity among neighborhoods and commercial areas to provide a truly multi-modal community.

### Issue 3: Quality of Life

The other area of emphasis in regards to the creation and maintenance of a safe and viable community is the focus on the quality of life. As the Town continues to create a high quality of life for its citizens, several current issues remain critical while new challenges have emerged. The community's infrastructure (utilities, roadways and public facilities) and crime prevention/reduction continue to be on-going areas of focus. Revisions to the Town Code, code enforcement procedures and programs such as the recently created Community Enhancement Team (CET) and the Community Development Block Grant (CDBG) program offer the Town a solid basis for maintaining the overall quality of the community. Increased efforts in improving air quality as well as the Town's continuing commitment to maintain and improve the overall quality of the environment and the aesthetics of the community remain important. Finally, heightened security concerns have required every Town department to develop the capacity to manage potential emergencies through prevention, mitigation, response and recovery programs.

***Staff Members: Captain Clagett Moxley (Leader), Chief of Comprehensive Planning David Fuller, Director of Engineering and Public Works Tom Mason, Chief of Operations Bob Lilly, and Police Chief Joe Price.***

### Challenges

- a) ***Revising the Town Code to enhance existing standards.*** The Town should continue to review the Town Code and revise it to enhance the livability of the community. For example, recent citizen requests to Town Council include those for the re-examination of the noise nuisance guidelines and the permit parking regulations within neighborhoods throughout the Town. As the population continues to grow and diversify, these requests are only going to increase.





## Major Issues 2004

- b) ***Ensuring the Community Enhancement Team (CET) is successful in its efforts to preserve the quality of life in the community.*** The CET is primarily made up of members of the Executive, Police, Parks/Recreation, Economic Development, Planning/Zoning/Development and Engineering and Public Works Departments. It is a cross-departmental effort centered on enhancing the livability of the Town through community outreach efforts. Recent examples of CET efforts include the Home Owners Association (HOA) community information session held earlier this year, which provided information on the guidelines and powers associated with HOAs, as well as the services provided by each of the Town departments. The CET also played an important role in the amendment of the permit parking regulations in the Town Code.
- ***Town Code enforcement.*** In addition to community outreach, continued enforcement of the Town Code to maintain community aesthetics and prevent/reduce blight and criminal activity is an important component of the CET program.
- c) ***Ensuring effective emergency preparedness for all Town buildings and facilities.*** The events of September 11, 2001 created an intensified focus on emergency management and preparedness. As a result, emergency management plans and training exercises have been developed throughout many of the Town Departments. The Police Department has participated in various emergency tabletop exercises focused on the Town's response to mock disaster situations. The Utilities Department has developed an emergency contingency plan for the water plant. Increased security measures have also been employed at other Town facilities. For example, the addition of an access card system for after-hour access to Town Hall. The Town is also participating in the Northern Virginia Regional Commission's Hazard Mitigation Committee. It is equally important for the Town to continue its coordination with other government entities to ensure adequate mutual aid coverage. The current worldwide awareness and concern regarding terrorism, as well as the Town's location in proximity to the nation's capital will continue to influence the community's focus on security for many years to come.
- d) ***Maintaining the current high standards for community infrastructure and public facilities.*** The Town Utilities Department continues to provide a superior level of service to the community. Whether it is the innovative use of the byproduct from the wastewater system, plant expansions that include components for future capacity or the installation of a meter reading system that allows for quick detection of leaks, the Department is constantly laying the groundwork to provide quality service to an ever-increasing customer base. Both the Water Pollution Control Facility (WPCF) and the Water Treatment Plant (WTP) continue to meet or exceed federal, state, and local regulations, as they achieve their goals for preserving the quality of the environment, quality delivery of water and cost effective sewage disposal.





**Major Issues 2004**



# Theme III:

**Establishing Organizational  
Capacity and Ensuring  
Effective/Responsive  
Government**



## Major Issues 2004

### Theme III: Establishing Organizational Capacity and ensuring effective/responsive government<sup>14</sup>

Theme 3 focuses on the establishment of organizational capacity and ensuring an effective and responsive Town government. The three areas of emphasis are technology, financial planning, and communications, each of which had a different employee group. The overall focus of these groups centered on the Town having the will and the means to address the community's needs and concerns. This involves the Town continuing to invest in technology designed to promote effective and efficient government service focused on the customer. It also requires providing resources for government operations, including staffing, workspace and equipment that enables government service to exceed community expectations. Fiscally, these efforts require the development of strong, flexible, and innovative funding mechanisms that not only provide the means for government to operate but also insure a high return on the tax dollar. Organizational capacity also requires a working relationship with the community that is based upon trust and a partnership that includes all members of staff, Town Council, residents and businesses committing to work together to make Leesburg the place where people want to live, work, and play.

#### Issue 4: Technology

It was the consensus of the group that a strategic plan is needed to integrate key systems in a secure environment on a sound infrastructure. This plan will increase the Town's level of service by providing support for the streamlining of everyday processes and providing more efficient, accessible information and quality of interaction with the Town system for internal (employees) and external (citizens) customers.

Major components of the plan will address the use of the Internet as a mechanism to deliver services such as online bill payment, access to government information and services and online registration for recreation programs. A second major component will address the ability of the Geographic Information System (GIS) to provide accurate data for use by Town staff and citizens. Accurate GIS data is extremely important for the Public Safety services, as well as for the Planning/Zoning/Development, Utilities, Economic Development and Parks and Recreation services provided by the Town. The storage and successful retrieval of all data within the Town information system in usable formats is a key element in streamlining the provision of Town services. An integrated information system will ultimately enable the Town to provide seamless service to the citizens of the community.

***Staff Members: Information Technology Director Wendy Wickens (Leader), Management/Budget Officer Mike Freda and Management Intern Alexandra Shabelski.***

---

<sup>14</sup> Major Issues 2004



## Major Issues 2004

### Challenges

- a) ***Integration of Town information systems and data to facilitate the retrieval of data in useful ways to facilitate service to the citizens.***  
The implementation of Phase I of the Integrated Information Management System was the number one priority identified in the FY 2005 Program Change Proposals, as listed by the Town Management Team, and ultimately advocated by the Town Manager in his FY 2005 Budget Letter. Town staff cannot stress enough the importance of being successful with this project. The Town's ability to access and provide data in easily usable formats is key to ensuring the employees have the information they need to provide a superior level of service to the citizens.
- b) ***Establishing a web presence that facilitates useful interaction with citizens and enables them to conduct business with the Town in ways that are convenient. The ultimate goal being the creation of a fully functioning and individually customizable citizen web portal.*** The ability to provide seamless government information and services to the Town citizens via the internet will continue to be a critical component of the Town's public service strategy. Allowing citizens to conduct Town business 24/7 will enhance their overall experience with the Town.
- c) ***Continuing to develop the Town's Geographic Information System (GIS) and enhancing its functionality for Town departments and the citizens.*** The Town will need to continue working to develop the various map layers that add to the functionality of the system. Current projects include the gathering of data points for the water, sewer and storm sewer systems with Global Positioning System (GPS) technology.
- d) ***Ensuring the security of the Town's information systems and data.*** The Town must be continuously vigilant in protecting the system from the threats posed by hackers, spammers, and others who would cause damage to the system.
- e) ***Improving the Town's information system hardware and infrastructure.*** The ultimate goal being the creation of replacement funds within the FY 2006 budget to ensure the timely replacement of computers, hardware, software and infrastructure. While we have continued to commit resources to this effort, we have not funded a comprehensive replacement program that will enable us to completely maximize the funds that are available.



## Major Issues 2004

### Issue 5: Financial Planning

It was the consensus of the group that a long-term financial plan is essential to provide a forecast of the tax base and other revenue resources, as well as establishing the required funding for replacement programs for Town vehicles and equipment, and maintenance programs for Town facilities. Historically, the Town has continued to commit resources in the areas of replacement and maintenance spending, with no comprehensive programs that would allow the Town to maximize the available funds. The plan should also take into account the Town's changing demographics, including population age, national origin, economic status, and family makeup. The planning effort should also include analyzing the impact of each of these characteristics on demands for Town service and what impact there may be on service delivery levels. This analysis will be helpful to Town staff as decisions are made on staffing levels, and the equipment and facility needs associated with meeting the demands of a growing community.

**Staff Members: Management/Budget Officer Mike Freda (Leader), Information Technology Director Wendy Wickens, and Human Resources Director Dona Wolf**  
**Challenges**

- a) ***Continue the development of a long-term financial plan for the Town, including replacement and maintenance programs.***  
Historically, the Finance Department has done budget projections and analysis, but these have not been part of a comprehensive planning effort. Future financial planning efforts should provide the necessary resources to support the dynamic growth of the community and basic governmental needs. Specifically, the plan should address the Town's need for office space and storage, the expansion of the Police facilities and on-going maintenance of existing facilities, and a meaningful way to pay for the construction of the capital projects that have been deferred through the years and proper investment in the Town infrastructure.
  - i. ***Establishing a balanced tax base for the Town, improving the ratio of residential to commercial tax base.***
  - ii. ***Determining appropriate levels of service delivery to meet the demands associated with a growing community, within current budget levels***
  - iii. ***Ensuring the Town is responsive to the demands for service related to the changing demographics of the population.***
- b) ***Continue developing employee compensation/benefit programs that provide for staff growth and retention, and allow the Town to remain a competitive employer.*** The Town currently provides a competitive benefits program including tuition reimbursement program and healthcare benefits. Continued reviews of salary levels will be necessary to ensure employee salaries are competitive within the local market.



## Major Issues 2004

### Issue 6: Communications

It was the consensus of the group that effective communication fosters a positive working relationship within the community and establishes a level of trust between the Town government and the citizens. Defining roles and responsibilities of the participants in Town government is a key element of a successful council/commission/staff partnership. Providing orientation and on-going training sessions for the members of the Town boards and commissions will enable the members to continuously become comfortable with their roles within the Town government and to become well versed in the best practices associated with their respective boards and commissions. It is also important to provide a forum for open communication between the Council and each of the boards and commissions. Goal setting, team building and other equally effective techniques can be employed by staff to facilitate and provide continuous learning opportunities for the board/commission members.

The structure and set-up of public meetings held by Town Council and the boards and commissions is extremely important in achieving the desired results of the various sessions. Public hearings have legally prescribed elements and have limited flexibility in regards to varying the way they are set-up and structured. Worksessions have some flexibility in regards to the way they are set-up and structured. The group felt there might be some merit to re-evaluating the use of the Council chambers for worksessions, in favor of using another venue to create more open, effective Council-staff interaction.

Effective communication for the Town government must also include a positive, on-going and effective working relationship with the members of the media. Ensuring the media is provided with clear, concise and consistent information regarding Town events, programs, services, etc. is critical to maintaining an effective media presence. Effective communication with county officials and staff, as well as state and regional officials is also a key element in achieving the Town's strategic goals.

***Staff Members: Tourism Coordinator Marantha Edwards (Leader), Assistant Director for Parks Bill Ference, Administrative Associate Lee Ann Green, and Management Intern Alexandra Shabelski.***

#### **Challenges**

- a) ***Defining and clarifying the roles and responsibilities of the Town Council/Boards/Commissions and staff to support effective Town government.*** In order for the Town government to maximize its effectiveness, all of the respective participants need to understand their required role and how it fits into the entire government structure and process. To accomplish this, Town staff will be working with the boards and commissions to develop a comprehensive training and orientation program for new and existing members. Strategic planning is a key element in the success of this effort.



## Major Issues 2004

- b) ***Creating and maintaining effective working relationships between the Town and state, regional and local policy makers.*** Maintaining the Town's profile among the state, regional and local policy makers, and maintaining an active presence in regional organizations such as the Virginia Municipal League (VML) and the Northern Virginia Regional Commission (NVRC) will ensure the Town will be involved in the policy issues that shape its future.
- c) ***Re-evaluating the effectiveness of the set-up and structure of the worksessions used by the Town Council, Boards/Commissions.*** The physical set up of a session sets the tone for the session. It is possible that another format would foster more interactive worksessions. Utilizing the BP Amoco Room in the lower level of Town Hall, the Ida Lee conference room or a meeting room like it, for worksessions may create more of an atmosphere of equality and collaboration, as opposed to the formal setting of the Council Chambers. A change in venue may offer the opportunity to limit the discussion of agenda items to Council and staff in the worksession setting, if Council is interested in doing so. Thus, encouraging public comment to take place at the regular Council meeting.



**Major Issues 2004**



# Strategy Discussion



## **Major Issues 2004**

# **Strategy Discussion**

The “Major Issues” identified by staff provide a starting point for the Town Council to build on as it sets the Town agenda for the upcoming term and beyond. The High Performance Organization (HPO) that staff is striving to create is dependent on having the resources to move beyond the daily demands of service delivery and to plan for the future. The staff-developed Employee Values, Vision, and Mission statements that were recently endorsed by the Council demonstrate the staff’s commitment to excellence in the Town organization.

## **Developing the Town Agenda**

“Major Issues” comprehensively represents the staff’s point of view in regards to items that should be addressed as part of the future agenda for the Town. The Town Council could use it as a starting point in the development of the Town’s Agenda. There are several ways this could take place. The retreat setting is probably the most conducive to achieving comprehensive results in a compact time period. As with all of the suggested formats, a trained facilitator is critical to the success of the process. Another option would be to attempt to develop the Town Agenda within the framework of the established worksession system. This would be extremely difficult, given the number of items that are usually already on the worksession agendas. Focusing on running the meeting, as well as the attention required for the other items, would make it difficult for Council to effectively use the worksession framework for developing the Town Agenda. Another option would be to hold a series of Council special sessions geared solely toward developing the Town Agenda. As with the worksession approach, it would be difficult to maintain continuity and momentum between sessions, even if they were scheduled close together.

No matter the approach, developing the Town Agenda for the next Council term is a key component in charting the Town’s future. The Town staff stands ready to assist the Town Council as it embarks on this endeavor. At the direction of Council, staff can suggest and develop alternative formats and timelines for the process to be completed.